

Fort Monroe Lodging Manager's Narrative  
To accompany FY 03 Nonappropriated Fund Budget

Mission Statement.

Our mission is to support the North East Region Headquarters and the tenant  
activities of Fort Monroe  
by maintaining world class hotel accommodations on an historical landmark,  
in a modern, quality environment,  
where we are known for providing outstanding hospitality  
to active duty and retired military personnel and their families  
and to Department of Defense civilians.

Goals continue to center around enhancing staff awareness and abilities, improving and refining facilities, and initiating new ideas to serve our guests. A colorful strategic planning board has been prepared and displayed in the work area so that all employees are aware of our direction.

Program Description

Fort Monroe has 17 transient lodging facilities. All are historical and some are more than 100 years old. Our inventory includes one single dwelling house with full basement, three duplex houses, and one triple-storied unit of suites. Altogether, we have 53 rooms, 19 bathrooms, 8 full kitchens, 9 kitchenettes, and 10 laundry rooms, which are located within 14,387 net square feet.

Our front desk is open Monday through Friday, from 0800 to 1630 hours. Besides telephonic contact, reservations may be made by leaving a voice mail message or by email at [lodging@monroe.army.mil](mailto:lodging@monroe.army.mil). Guests arriving after 1630 pick up their welcome packet from the Desk Sergeant at the Provost Marshal Building. This process has served us well.

Housekeepers provide daily stay over and check out service. They begin work at 0900 weekdays and 1000 hours weekends and continue until all areas are serviced, usually 1530. Average stay of guests is two to three days.

There is one full-time staff person (the administrative assistant/front desk clerk), three part-time staff, and five flex employees. One flex person is on call to support the front desk.

The complimentary continental breakfast continues to be well received by all guests. Most comments are notes of appreciation for this service.

The typical guest is the military or civilian person on temporary duty who stays two to four nights. However, this past year we have accommodated reservists in half of our facilities for several months at a time. This created greater revenue than we had experienced previously. Besides the official traveler, we have still been able to accommodate some unofficial travelers and some families changing station.

Efforts to build and develop a team continue. One part-time person has been with us for one year. The other two part-time persons have remained with us more than four years. Short developmental meetings are scheduled weekly. Topics include information about the organization; information about cleaning standards, products, and techniques; information about safety. Some guests have been the safety officer, who taught the defensive driving course, and the post chaplain, who had an interactive class on getting along with your co-workers.

#### Self Evaluation.

Completion of the Installation Self-Assessment and Evaluation Checklist showed that we meet or exceed almost every standard. We do not have a secure place for guests to keep their valuables but we have identified room safes as the Capital Purchases Minor Construction project for this year.

#### Renovations.

The Perry House, a townhouse style duplex named in honor of Edgar Allan Poe who actually served at Fort Monroe, is our most ailing facility. It is favored by guests for its historical significance and because it is our only facility with two bedrooms. A 1391 has been prepared identifying needed corrections to HVAC, kitchen and bathroom, and to walls and wood surfaces. This project is listed on the post's appropriated unfinanced requirements (UFR) list. Cost estimations range from \$300,000 to \$500,000. If this is not funded, we will have to close the doors and cease occupancy.

#### Annual Operating Budget.

The proposed FY 03 budget forecasts total revenue of \$241,144, total labor of \$142,485, total other operating expense of \$97,891, total operating expense of \$240,376, and a net income from operations and net income before depreciation of \$767. The breakfast program accounts for \$14,169 of this.

## Variances.

Compared to FY 02, the FY 03 budget reflects a 15 percent increase in gross income, 27 percent increase in labor, 14 percent increase in total other operating expense, 22 percent increase in total operating expense, and a decrease of 19 percent in net income before depreciation.

This is a slightly exaggerated comparison. The model to compare the data uses the year to date totals from a current financial statement. In this case, the month is June 2002. It then extrapolates to forecast what could be year end totals. That amount is compared to the amounts budgeted for the new year and a comparison is announced. Because our occupancy is seasonal, we have higher revenue the last two quarters and that is when we program more of our purchases. Here is an example of this effect: GLAC 749 (Tableware, Kitchenware, Linen, & Uniform Expense) shows a 59 percent increase. We recently made our annual acquisition of new pillows, sheets, shower curtains, and towels. At year end this will be no more than 10 percent increase projected for next year.

Labor figures have been the most mercurial. It has been challenging to maintain a stable workforce of room attendants. It is my plan to keep these positions more than adequately filled this year to prevent undue hardship on a few. I also intend to call in the front desk flex person more frequently so that I can use the administrative assistant for more tasks. Also, the non-appropriated fund personnel annual increase is figured in.

In the past three years we have redecorated all our units. This now allows us to decrease amounts budgeted for expenses like furniture expense (GLAC 742) and to put some dollars into other areas, such as training expense (GLAC 660). The amount budgeted for training is \$600, a small amount, but for that we will receive videos with subject matter to benefit line personnel.

## Capital Purchases and Minor Construction (CPMC).

Our FY 03 CPMC project meet respective standards. In room safes is an Army Lodging standard which we have not been able to meet.

## Comments.

The day-to-day operations of our organization continue to develop in stability and order. We have improved the condition and appearance of our facilities. We enjoy a good reputation with our guests. The command has been very supportive of our needs.

Fast Break. Although the overturn of room attendants has decreased in the last year, we still have had a few new employees. In order to get them trained quickly, we started a training program called Fast Break. Each of the current employees does a demonstration on some technique, such as mopping the floor, dusting a lamp, cleaning the coffee pot. We have found this lessens the training burden on one person. As a bonus, it further develops skills in the demonstrator.